

DEPARTMENT OF TRANSPORTATION ORGANIZATION MANUAL  
FEDERAL HIGHWAY ADMINISTRATION - CHANGE

1. PURPOSE. To issue revised pages to the Federal Highway Administration's (FHWA) portion of the Department of Transportation Organization Manual.
2. EXPLANATION OF CHANGES. On October 9, 1999, the President signed the FY 2000 Department of Transportation and Related Agencies Appropriations Act which effectively transferred motor carrier functions and operations out of the FHWA. This resulted in a reorganization within the FHWA. This change: (a) establishes a Safety Core Business Unit (CBU) within the FHWA Headquarters; and (b) formally abolishes the Motor Carrier and Highway Safety CBU and deletes associated references. A revised FHWA organization chart, mission and functions statements for the Safety CBU, and other related changes to the manual are attached. [Note: On December 9, 1999, the President signed the Motor Carrier Safety Improvement Act of 1999, which established a new administration, the Federal Motor Carrier Safety Administration (FMCSA), within the Department of Transportation effective January 1, 2000. The FHWA currently provides certain administrative support and legal services to the FMCSA through a Memorandum of Understanding.]
3. FILING INSTRUCTIONS.

a.	<u>Remove Pages</u>	<u>Dated</u>	<u>Insert Pages</u>	<u>Dated</u>
	i, ii	2-2-99	i, ii	02-22-00
	1 thru 5	2-2-99	1 thru 5	02-22-00
	34, 37, 38	2-2-99	34, 37, 38	02-22-00
	45 thru 59	2-2-99	45 thru 59	02-22-00
	79, 81, 85, 86	2-2-99	79, 81, 85 thru 86.1	02-22-00
b.	After filing the attached pages, this transmittal may be discarded.			

/s/

Rodney E. Slater  
Secretary of Transportation

Attachment

DEPARTMENT OF TRANSPORTATION ORGANIZATION MANUAL  
FEDERAL HIGHWAY ADMINISTRATION

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# FEDERAL HIGHWAY ADMINISTRATION

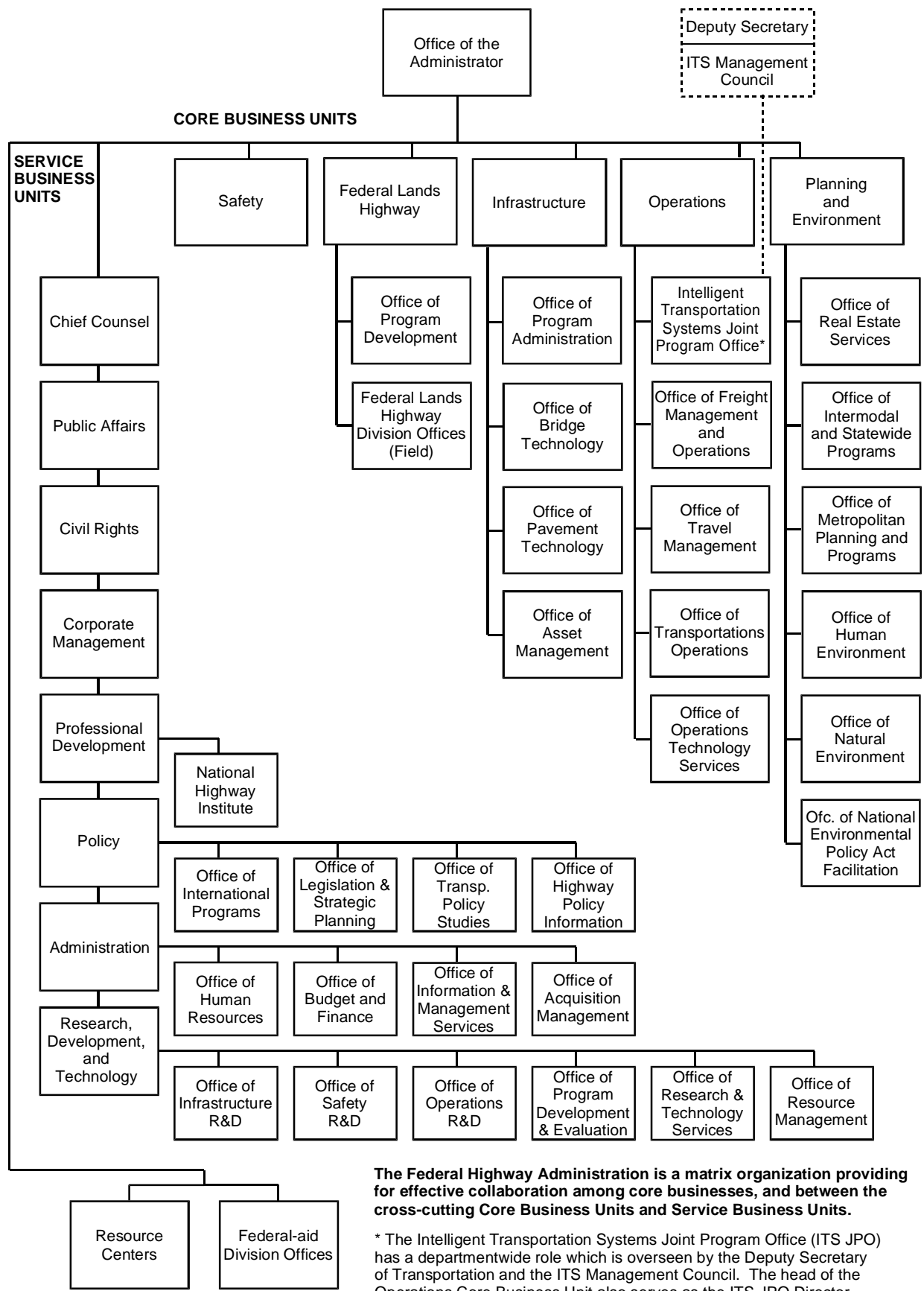


FIGURE A-1

## Departmental Overview

### FEDERAL HIGHWAY ADMINISTRATION

1. General Description. The Federal Highway Administration (FHWA) ensures the Nation's highest quality surface transportation system by:
  - a. carrying out the Federal-aid Highway Program, in partnership with the state transportation departments and in cooperation with metropolitan planning organizations, other levels of government, and the private sector;
  - | b. providing grants to states for safety activities;
  - c. working with other Federal agencies in designing and building primary roads in national forests, parks, and Indian reservations; and
  - d. cooperating with foreign governments in the many facets of technology exchange and technical assistance.
2. Origin. FHWA was established as a segment of the Department of Transportation (DOT) on April 1, 1967. Representing the Federal interest in the Nation's highway transportation system, the Agency was comprised of entities transferred from the Bureau of Public Roads and the National Highway Safety Bureau within the Department of Commerce and the Bureau of Motor Carrier Safety within the Interstate Commerce Commission (ICC).

The Bureau of Public Roads began as the Office of Road Inquiry under the authority of the Agricultural Appropriation Act of 1894 and underwent various name changes and program expansions prior to becoming part of the FHWA; the Bureau of Motor Carrier Safety was established pursuant to provisions of the Motor Carrier Act of August 9, 1935, subsequently cited as Part II of the Interstate Commerce Act; and the National Highway Safety Bureau was a composite of two separate agencies established pursuant to the Highway Safety Act of 1966 and the National Traffic and Motor Vehicle Safety Act of 1966.

On March 22, 1970, the National Highway Safety Bureau was taken out of the FHWA and established as the National Highway Traffic Safety Administration (NHTSA) within DOT. At the time of this division, FHWA retained responsibility for administering those provisions of the Highway Safety Act of 1966 pertaining to highway-oriented aspects of highway safety, maintaining close coordination with NHTSA in carrying out these assigned responsibilities.

The FHWA assumed additional commercial interstate truck and bus regulatory functions as a result of the ICC Termination Act of 1995 (ICCTA). The FY 2000 Department of Transportation and Related Agencies Appropriations Act, signed by the President on October 9, 1999, contained language prohibiting the use of the funds appropriated or limited in the Act to carry out the functions and operations of the “Office of Motor Carriers” within the FHWA. This effectively resulted in the transfer of motor carrier functions and operations out of the FHWA, including the interstate truck and bus regulatory functions previously assumed under ICCTA. By action of the Secretary, motor carrier functions and operations were transferred out of the FHWA effective October 9, 1999. On December 9, 1999, the President signed the Motor Carrier Safety Improvement Act of 1999, which established a new administration, the Federal Motor Carrier Safety Administration, within the DOT effective January 1, 2000. The transfer of motor carrier safety functions out of the FHWA effectively resulted in the organizational abolishment of the FHWA’s Motor Carrier and Highway Safety Core Business Unit (CBU), which was later formally abolished by the Secretary. Because safety remains a main emphasis in FHWA programs and policies, the FHWA determined that there was a need for a Safety CBU, which was established following the Secretary’s approval.

## FEDERAL HIGHWAY ADMINISTRATOR

1. MISSION. The Federal Highway Administrator administers programs to:
  - a. preserve, improve, and expand the surface transportation system and enhance its operations, efficiency, and intermodal integration;
  - b. provide innovative and effective research and development; market and implement this technology;
  - c. provide oversight and accountability for public resources and ensure appropriate uniformity;
  - d. provide for efficient freight and passenger mobility to strengthen economic and social linkages;
  - e. protect and enhance the environment; and
  - f. improve highway-related aspects of surface transportation safety in coordination with the other DOT operating administrations.
2. FUNCTIONS. The Administrator, assisted by the Deputy Administrator and Executive Director, provides executive direction over the various FHWA Headquarters and field organizations and is directly accountable to the Secretary and Deputy Secretary for accomplishing the Agency's mission and supporting the Secretary's goals and objectives.
3. ORGANIZATION.
  - a. Headquarters. Headquarters provides policy and overall program direction to the Agency. The Headquarters organization is comprised of five core business units (CBUs): Planning and Environment; Infrastructure; Federal Lands Highway; Operations; and Safety, and eight service business units (SBUs): Policy; Administration; Research, Development, and Technology; Chief Counsel; Professional Development; Corporate Management; Civil Rights; and Public Affairs. These Headquarters' units are arranged in a matrix structure which provides for effective collaboration among core businesses, and between the cross-cutting SBUs and the CBUs. The CBUs are the corporate nucleus for strategic planning, policy, and technology delivery. The SBUs provide service and support across all of the CBUs and to the field. Integrated Product Teams, formally chartered by the Agency leadership, will also be utilized to focus on specific high priority projects for partners and customers.

- b. Field. The field organization delivers program services to the FHWA's partners and customers. This organization consists of resource centers, state-level Federal-aid division offices, and Federal Lands Highway divisions.
- (1) Resource Centers. The resource centers support the state-level division offices in their primary role of program delivery to FHWA's partners and customers by providing leadership on strategic initiatives, and expert assistance on technical, process, and program issues; training; technology transfer; intermodal and interagency coordination; legal services; and civil rights. FHWA has four resource centers, namely, Eastern (Baltimore, Maryland), Southern (Atlanta, Georgia), Midwestern (Olympia Fields, Illinois), and Western (San Francisco, California), each serving a core constituency of Federal-aid division offices and Agency partners and customers in designated states. The term "core constituency" means that for the purpose of providing administrative supervision to the division offices, the resource centers are assigned a designated group of states in their respective geographical areas. However, specific technical expertise in a given resource center may be shared with other resource centers and division offices throughout the country. The resource centers do not exercise program control over the division offices. In addition, the Midwestern resource center supports the DOT's crisis planning, training, and response programs, and the center's Director is appointed as the Regional Emergency Transportation Coordinator for DOT Regions 5, 7, and 8.
- (2) Federal-aid Division Offices. These division offices provide front line Federal-aid program delivery assistance to partners and customers in highway transportation and safety services, including but not limited to, planning and research, preliminary engineering, technology transfer, right-of-way, bridge, highway safety, traffic operations, environment, civil rights, design construction and maintenance, engineering coordination, highway beautification, and administration. Each of the fifty-two operating division offices (one in each state, the District of Columbia, and Puerto Rico) is located in the same city as the department of transportation, which is usually the state capital. In addition, jointly with the Federal Transit Administration, the FHWA operates four metropolitan offices in Philadelphia, Pennsylvania; New York, New York; Chicago, Illinois; and Los Angeles, California, that are extensions of their respective division offices. These offices provide assistance, guidance, and information regarding Federal transportation programs to local, state, and other Federal agencies in these metropolitan areas.



- | (3) Federal Lands Highway Divisions. The Federal Lands Highway (FLH) divisions, which report to the Headquarters Federal Lands Highway CBU, administer FLH programs (Forest Highways, Park Roads and Parkways, Public Lands, Refuge Roads, and Indian Reservation Roads); the Defense Access Roads Program; and the Emergency Relief Program on Federally Owned Roads; provide engineering related services to other Federal agencies, FHWA offices, and foreign countries as directed; and carry out technology and training activities related to FLH projects. There are three FLH divisions (Eastern, Central, and Western) located in Sterling, Virginia; Lakewood, Colorado; and Vancouver, Washington; respectively.

## OPERATIONS

1. **MISSION:** Provides national leadership for the management and operation of the surface transportation system, including the DOT intelligent transportation systems (ITS) program and the development of an intermodal approach to freight operations.
2. **FUNCTIONS:**
  - a. **Advocacy:** Serves as FHWA's advocate and national leader for the management and operations of the transportation system; DOT's ITS research and deployment program; and an intermodal approach to freight operations, including the flow of goods within the U.S., along multi-state trade and transportation corridors, and across international borders.
  - b. **Strategic Planning and Quality:** Develops and executes national policies and plans, and provides program leadership, management, and oversight for the DOT ITS Program through the ITS Joint Program Office, under the direction of the Deputy Secretary of Transportation. Provides leadership for DOT's ITS coordinating committees, as well as cross-divisional and cross-agency integrated product teams. Develops and implements policy and program initiatives for transportation operations and management, including both supply and demand management strategies, ITS, and freight operations and border crossings to advance DOT and FHWA Strategic Goals, Objectives, and Corporate Management Strategies. Initiates business plans, quality self-assessments, program evaluations, and system and process improvements to continually improve the quality of the office's programs, products, and services.
  - c. **Legislation, Regulations, Policy, and Guidance:** Develops legislative recommendations and administers statutory provisions related to transportation operations and management, ITS, and freight operations, including enforcement of truck size and weight. Develops regulations, policies, and guidance for these laws. Carries out these functions in cooperation with other DOT and Federal agencies, as well as FHWA Headquarters and field offices.
  - d. **Technology Delivery:** Leads the development of DOT-wide, near term Research, Development, and Technology (RD&T) program plans for ITS, and agencywide plans for transportation operations and management, and freight. Ensures that technology investments in these areas are linked to the DOT and Agency strategic and performance plans. In partnership with the resource centers, designs and implements programs which deploy new technologies and training to continuously advance the "state-of-the-best-practice" industrywide; thereby improving the performance of the surface transportation system.

OFFICE OF FREIGHT MANAGEMENT AND OPERATIONS

1. **MISSION:** Provides programs, policies, research, and technology transfer that promote efficient and seamless freight flow on the highway system and its intermodal connectors, within the U.S. and across its borders.
2. **FUNCTIONS:**
  - a. **Advocacy:** Serves as the FHWA advocate and national leader for issues relating to the highway freight industry. Represents FHWA in several national and international freight industry forums, and works with other Federal agencies involved with trade policy. Facilitates and supports the development of coalitions among shippers, carriers, freight forwarders, and public agencies to improve freight operations. Supports the existing National Freight Partnership and encourages the development of multi-state relationships and projects aimed at expediting freight flow in the U.S. Facilitates the identification and resolution of legal, institutional, and standards issues that impede the efficient movement of goods.
  - b. **Strategic Planning, Legislation, Policy, and Guidance:** Takes a leadership role in developing the intermodal goods movement vision, mission, strategies, and tactics for the FHWA, and represents the organization in developing the same for DOT. Develops policies and programs that promote efficient and seamless freight flow on the highway system and its intermodal connectors within the U.S. and across its borders. Where appropriate, develops legislative recommendations and interprets statutory provisions impacting the efficiency and productivity of freight operation. In particular, focuses on legislation, regulation, and development of programs that: ensure compliance with truck size and weight requirements, promote efficient movement across international borders, and encourage harmonization of standards and regulations affecting the freight industry.
  - c. **Program Management:** In collaboration with industry partners, FHWA field resources and state and local agencies, facilitates the development of partnerships, networks, associations, and agreements to develop efficient freight operations on high speed, multi-state trade / transportation corridors, and at key intermodal connectors. Shares a leadership role with the Planning and Environment CBU in administering the National Corridor Planning and Development Program and the Coordinated Border Infrastructure and Safety Program. Serves as the lead office within FHWA to provide support and management for the International Border Clearance Planning and Deployment Committee initiatives. Leads integrated product teams for cross-cutting freight programs and technology implementation.

- d. **Information and Analysis:** Develops metrics for freight productivity and engages in a program of data collection and analysis to assess goods movement trends and needs, gauge productivity of key corridors and intermodal connectors, and assess highway program contribution to freight productivity. In partnership with other U.S. DOT partners, industry, and public agencies, uses the information to identify and evaluate effectiveness of policies, programs, and technology applications. Conducts special studies, competitive analyses, benchmarking studies and economic analyses necessary to develop policy strategy and legislative programs necessary to continually improve freight productivity.
- e. **Monitoring and Evaluation:** Conducts evaluations to periodically assess program effectiveness. Uses results to improve program performance and guide future program development. Initiates system and process improvements to continually improve the quality of the Office of Freight Management and Operations.
- f. **Research, Demonstration and Technology Testing:** In collaboration with the RD&T Service Business Unit (SBU), industry and public sector stakeholders, defines a freight research agenda. Working with partners within FHWA, DOT, industry, and state and local governments, carries out demonstrations and evaluations of innovative practices, new technology applications and infrastructure designed to expedite the flow of goods movement, including hazardous cargo. In partnership with the resource centers and the Professional Development SBU, develops training material to expand the understanding of the logistics discipline by FHWA staff and its traditional partners.
- g. **Customer Outreach and Consultation:** Seeks the views of key DOT partners and external stakeholders on ways to improve freight productivity, and on issues that affect it. Provides information to these partners and stakeholders on current and emerging technologies, practices, and programs designed to improve efficiency.
- h. **Truck Size and Weight Enforcement:** Provides guidance and support to FHWA field offices regarding the annual state certification of compliance with truck size and weight regulations, recommends penalties as appropriate, and reports annually on overall compliance. Develops training and guidance as needed to support FHWA field staff and state and local governments in enforcing these requirements. Conducts studies and regulatory changes as required for more effective, efficient, and equitable enforcement of these provisions.

## SAFETY

1. **MISSION:** Provides national leadership and advocacy in the development and implementation of strategies and programs to continuously reduce the number and severity of highway crashes involving both motorized and non-motorized travelers on the Nation's highways, streets, bicycle/pedestrian facilities, and intermodal connections.
2. **FUNCTIONS:**
  - a. **Advocacy:** Serves as the FHWA advocate and a national leader for the elimination of highway crashes, and highway safety infrastructure and other safety programs, including safe highway, bicycle, and pedestrian facilities. Advances state-of-the-art and practice in these facilities and other safety technologies and practices. Serves as the grant programs and state highway safety program activity advocate. Advocates and supports the FHWA field offices in developing strong relationships with state, tribal, and local transportation and safety agencies and other public and private sector partners. Provides national and international leadership to improve the safety of all highway users, both the motorist and bicyclist/pedestrian, for local communities as well as through traffic. Serves as an advocate for highway safety and bicycle/pedestrian programs relating to international issues.
  - b. **Strategic Planning and Quality:** Coordinates within FHWA and other DOT agencies policy and strategic plan development designed to implement and achieve national policies and program initiatives to facilitate the highway and bicycle/pedestrian safety infrastructure and other safety aspects of the surface transportation system. Develops strategies to assist Division Offices to ensure that national highway safety policy objectives are reflected in state safety program activities. Provides leadership to FHWA's Safety Strategic goal as the agency's goal manager. Develops and initiates quality self assessments, program evaluations, and system and process improvements to continuously improve the quality of programs, products, and services.
  - c. **Legislation, Regulations, Policy, and Guidance:** Develops legislative recommendations and administers statutory provisions relating to FHWA's highway safety mission. In coordination with other FHWA organizations, as appropriate, provides technical assistance to Congressional authorizing and appropriations committees in developing legislative recommendations and interpreting statutory provisions related to safety. Develops and issues regulations, policies, and guidance for state and local transportation agencies. Provides guidance on safety performance goals, policies, and criteria for all public roads, and bicycle/pedestrian facilities. Provides guidance on the inclusion of infrastructure safety and other safety initiatives into standards for intelligent transportation systems (ITS), streamlining Federal-aid policies, procedures, and guidelines to facilitate the deployment of ITS.

- d. **Safety Information and Analysis:** Serves as the FHWA national leader to ensure FHWA Divisions have the expertise to conduct and to perform safety data analysis to support program activities with state partners. Identifies data needs to carry out analyses necessary to support a safety mission, collects data, and performs data analyses to determine accident trends and to evaluate FHWA's safety program and policy effectiveness. In cooperation with the Planning and Environment Core Business Unit and the Policy Service Business Unit, works to assure that data resources are available and address safety issues. Develops, maintains, and uses information systems to support highway and bicyclist/pedestrian infrastructure and other safety programs. Prepares recurring and special reports based on highway, user, and crash statistics and safety needs information. Provides analytic and statistical support for program development and evaluation of programs relating to highway infrastructure and safety activities. Analyzes highway safety crash trends and evaluates program effectiveness in reducing the number and severity of crashes. Researches crash causation and exposure data. Conducts cost/benefit analyses and regulatory flexibility analyses in support of new or revised legislation. In partnership with other FHWA and departmental organizations, and the public and private sectors, uses the information and results to identify and evaluate policies, practices, and technologies. Develops and implements policies, regulations, and guidance on highway safety grant programs. Provides policy guidance to the Federal Lands Highway Core Business Unit as it works with other Federal agencies to develop safety management systems. Provides technical assistance to resource centers, divisions, and states, as requested. With the resource centers and divisions, assists the states with data information systems to ensure the most accurate, complete, and timely data are available for national and state data analyses. Advises the DOT Safety Council on information and data issues that support the Department's efforts to develop joint policies, outreach initiatives, and training efforts for multidisciplinary safety programs. Promotes the safety management process, including Safe Communities. Develops and promotes the Road Safety Audits process.
- e. **Safety Programs:** Coordinates with other Core Business Units to initiate and develop national highway and bicycle/pedestrian facility safety programs to eliminate highway crashes, fatalities, and injuries, including planning, development and operations, and coordinates as appropriate with other FHWA and departmental organizations, other Federal agencies, and the public and private sector. Actively seeks to include a public involvement element in the decisions that affect safety innovations in communities and neighborhoods. Coordinates with the Operations Core Business Unit regarding the development and implementation of the national program to improve safety and mobility in highway work zones. Serves as the agency's focal point for responses to National Transportation Safety Board (NTSB) recommendations, coordinating the development of NTSB recommendations and tracking the implementation of the recommendations. In cooperation with the

Operations Core Business Unit, directs the speed management program with the National Highway Traffic Safety Administration (NHTSA). Coordinates the Highway Safety Improvement program. Directs the national program to improve hazardous railroad-highway crossing locations in coordination with the Federal Railroad Administration (FRA). Cooperatively with the Federal Lands Core Business Unit, works to improve safety on Federal Lands.

- f. **Safety Council:** Serves as the agency's primary liaison to the DOT Safety Council involving all major national and international safety activities and initiatives. In partnership with the Department's Safety Council, as well as the Federal Motor Carrier Safety Administration, NHTSA, FRA, the Research and Special Programs Administration, the Federal Transit Administration, and other Federal agencies, develops joint policies, outreach initiatives, and training efforts for broad based and multidisciplinary safety programs to ensure maximum collaboration within DOT and to avoid duplication of effort.
- g. **Technology Delivery:** In cooperation with other Core Business Units, Resource Centers, and the Research, Development, and Technology Service Business Unit, develops and demonstrates broad based and multidisciplinary products, tools, and practices to improve highway safety, including roadway features, visibility under adverse environmental conditions, roadside hardware, highway rail crossings, pedestrian and bicyclist facilities, accommodations for disabled highway users, traffic control devices, work zones, utility poles, and speed management. In partnership with the resource centers, divisions, and the Professional Development Service Business Unit, develops training material to advance the state-of-the-practice in highway safety. Working with both the resource centers and industry, designs, implements, and delivers programs to advance the adoption of market-ready technologies. Seeks the views of other FHWA and departmental organizations, and public and private-sector customers, including academia as appropriate, on the development and implementation of highway and bicycle/pedestrian safety technologies and strategies and uses that information in carrying out office functions. Provides information to customers on the current and emerging technologies and strategies to improve highway safety. Acts as a technology and information clearinghouse for resource centers, divisions, and states on information relating to highway safety grant management programs. Helps to coordinate the development of international highway safety standards and requirements, and works with the appropriate offices to identify and share highway safety technology applications and requirements. In cooperation with the Planning and Environment, Operations, and Infrastructure Core Business Units, provides support for international highway safety activities, and works with the Federal Lands Highway Core Business Unit, resource centers, and divisions to identify and deploy highway and bicycle/pedestrian safety

technology. In cooperation with the Research, Development, and Technology Service Business Unit, develops the multi-year and annual Highway Safety Research and Development Program Plan.

- h. **Advanced Product Development, Testing, and Demonstration:** In cooperation with the Operations and Infrastructure Core Business Units, and other DOT, academia, and private sector partners, supports the development, demonstration, field testing, and evaluation of emerging technologies, standards, and practices designed to improve the safe movement of people and goods, and/or enhance the safety of the surface transportation system. Supports the development, application, and dissemination of technologies designed to enhance highway safety. Participates in cross-cutting integrated product teams and takes a lead where the primary mission is improving highway safety. Provides support for international highway safety activities.
- i. **Monitoring and Evaluation:** Monitors the implementation of activities by other FHWA organizations and departmental modes, industry, and other partners and customers to ensure that highway and bicycle/pedestrian safety is embraced in their programs. Assesses the impact of FHWA's policies, funds, and programs on highway and bicycle/pedestrian safety. Uses results to improve program performance and guide future FHWA program development. Initiates system and process improvements to continually improve highway safety infrastructure and safety programs, products, and services.
- j. **Outreach and Consultation:** Seeks the views of the Department's field offices, state and local governments, and the private sector on the development and implementation of highway safety infrastructure and other safety technologies, programs and strategies and uses that information in carrying out office functions. Provides information to partners and customers on current and emerging technologies and strategies to improve highway safety, including Context Sensitive Design. Assesses the community impact of issues relating to pedestrians, persons with disabilities (including parking issues), local roads, bicycles, and utility poles. Seeks to assure that the interest of the users and the community are addressed in safety considerations. Advises the DOT Safety Council on information and data issues that support the Department's efforts to develop joint policies, outreach initiatives, and training efforts for multidisciplinary safety programs inside and outside of government. Represents FHWA through a variety of technical forums dealing with highway safety, including roadside design and hardware safety, pedestrian and bicyclist safety, speed management, and highway rail grade crossing safety. Coordinates with other departments dealing with Native American highway safety, ITS, traffic control devices, and work zone safety, and represents the Agency's safety interests with organizations such as the National Safety Council, Roadway Safety Foundation, American Association of State Highway and Transportation Officials



(AASHTO), Transportation Research Board (TRB), the National Cooperative Highway Research Program, the National Association of Governors' Highway Safety Representatives, bicyclist and pedestrian associations, Operation Lifesaver, the Institute of Transportation Engineers (ITE), the American Traffic Safety Services Association (ATSSA), the American Road and Transportation Builders Association (ARTBA), and the American Public Works Association.

- k. **Communications and Marketing Assistance:** Provides and maintains communication, marketing assistance, outreach, and coordination services for all highway safety infrastructure and other safety initiatives and activities, including FHWA-wide publications (Public Roads and Transporter magazines, etc.) in support of highway and bicycle/pedestrian safety programs. Coordinates with several support units within FHWA, supports the external communication, Internet communication, publication, correspondence, and media response. Partners and consults with state and local officials and other stakeholders in the public and private sectors that are concerned with FHWA's safety initiatives, programs, regulations, and research on highway and bicycle/pedestrian facility safety issues. In partnership with the field offices, develops and conducts public education efforts and media relations to support the highway and bicycle/pedestrian facilities safety programs. Works with a broad spectrum of internal and external stakeholders in the public and private sectors concerned with FHWA's safety program to develop and implement a communication strategy to eliminate highway crashes and promote safe transportation. Involve and interact with the marketing/media specialists in the resource centers. Coordinates with AASHTO, TRB, private organizations (such as ATSSA, ITE, and ARTBA), bicyclist/pedestrian organizations, and others to develop implementation and market strategies for key national technology program activities. Provides information to its customers on current and emerging technologies and strategies to improve highway safety.

## OFFICE OF SAFETY RESEARCH AND DEVELOPMENT

1. **MISSION:** Continually improves safety-related technology through research, development, and testing; through an outreach process to identify future targets of opportunity; and with the pursuit of advanced research initiatives. Supports CBUs and resource centers in their goal to eliminate highway crashes in the development of near term RD&T program plans and projects; demonstration of field tests of technologies; and evaluation of customer needs, acceptance, and benefits of new safety-related products.
2. **FUNCTIONS:**
  - a. **Technology Delivery:** Supports the safety functions in the development of near term RD&T Program Plans. Supports the FHWA safety elements and the resource centers in the development and delivery of new technologies, and assists in the design and implementation of feedback systems to evaluate the effectiveness of new technologies.
  - b. **Conduct Safety-Related Research and Field Tests:** Conducts a research and development program in highway safety at FHWA's Turner-Fairbank Highway Research Center (TFHRC) and at other locations using a variety of research approaches including staff research, contract research, and cooperative research activities with other public and private researchers. Partners with the CBUs to conduct field test and evaluation of new and cutting edge technologies. Provides assistance to the CBUs and resource centers in the demonstration field tests of market ready technologies.
  - c. **Technology Services:** Provides and maintains world-class R&D facilities in support of national highway needs; provides technology analysis services, available directly to states and local governments, including laboratory testing, forensic analysis, etc.
  - d. **New Product Acceptance:** In cooperation with the resource centers and divisions, monitors customers' acceptance of new infrastructure safety products from the RD&T programs. Evaluates benefits and provides corrective assistance where necessary.
  - e. **Research Agenda Scanning/Advanced Research:** Carries out the planning, development, and execution of a collaborative, inclusive information gathering process intended to identify future targets of research opportunity regarding safety elements of the RD&T agenda. Develops a cooperative plan for advance research initiatives which are higher-risk, potentially higher-payoff areas where work is unlikely to be undertaken by other programs or partners.
  - f. **Professional Development:** Provides opportunities for professional development and mutual exchange of expertise in technical areas through rotations, IPAs, etc., at TFHRC for CBU and resource center staff as well as state and academic personnel.

Vertical line denotes a change.

## PROFESSIONAL DEVELOPMENT

1. **MISSION:** Serves as an “in-house consultant” for training and learning, providing access, assistance, and expertise to all of FHWA, including the core business units (CBUs), service business units (SBUs), and the field offices.
2. **FUNCTIONS:**
  - a. **Advocacy:** Serves as an advocate for the assessment of needs, the development of long-term plans, and the provision of resources for training and learning. Provides a liaison to the Leadership Team and the resource centers, to promote a climate of learning and development. Encourages an agencywide focus on professional development.
  - b. **Partnership:** Provides a focal point within FHWA to reach-out to external organizations to establish partnerships for learning and professional development throughout the transportation community. With these partners, promotes a systematic approach to identify and then meet the needs for training the nations’s current and future transportation workforce.
  - c. **Strategic Direction:** Facilitates the development of a strategic vision and objectives for professional development, as well as strategies for the achieving these objectives including business plans, quality self-assessments, and program evaluations. Through a collaborative process with the Office of Human Resources, the National Highway Institute (NHI), and other organizations, identifies available resources and develops a coordinated budget which will serve as the basis for allocating budget authority within FHWA for advancing these strategies. Facilitates the development of performance measures and milestones for evaluating overall program performance, effectiveness, and benefits. Provides guidance on the analysis of trends in areas such as internal skills and capacity, education, employment, and training trends, to assess overall strengths, weaknesses, and opportunities.
  - d. **Program Management:** Manages the NHI. Assists the CBUs, SBUs, and field offices in developing and delivering NHI courses, including the certification of trainers, the cataloging and scheduling of courses, and establishing the overall program standards. For FHWA, also serves as the lead for the University Transportation Centers Program and the Local Transportation Assistance Program.
  - e. **Outreach and Consultation:** In cooperation with the other CBUs and the field offices, provides and maintains ongoing communication links with FHWA’s customers and partners and other constituencies seeking their views and feedback.

CHIEF COUNSEL

1. **MISSION:** Provides legal advice and services regarding all aspects of FHWA's programs and the representation of FHWA in legal or administrative proceedings, and works with state and local government transportation attorneys and other customers to enhance the understanding and application of Federal laws and procedures relating to transportation.
2. **FUNCTIONS:**
  - a. **Advocacy:** As FHWA's legal advocate, provides representation and other legal services in connection with any litigation or administrative proceeding involving FHWA or its officials and provides appropriate liaison and assistance to the Department of Justice and the Office of the General Counsel on such matters.
  - b. **Legislation:** Performs all legal services and coordinates all activities in connection with the Administration's legislative program; drafts legislative proposals, prepares reports on legislation, prepares testimony and responds to congressional inquiries involving legislative matters; attends congressional hearings and other congressional staff meetings to assist committees and DOT officials, provides technical assistance to Congress and its committees and staff; develops, with the assistance of the core business units (CBU) and service business units (SBU), appropriate comments on bills, proposed bills, and resolutions as they affect the FHWA and its programs
  - c. **Regulations:** Provides legal advice and services in connection with the development and coordination of all FHWA regulations and reviews directives and rulemaking actions for legal sufficiency and compliance with applicable Federal laws, Executive Orders, and regulations, including providing a counsel to serve as the Federal Regulations Officer.
  - d. **Alternative Dispute Resolution and Negotiations:** Provides legal advice, support, and other services to facilitate dispute resolution, including alternatives to litigation, and in the development of consensual rulemaking, including, as appropriate, negotiated rulemaking.
  - e. **Motor Carrier:** Provides to the FMCSA, on a temporary basis, legal services including litigation support for all issues related to the motor carrier and safety functions including, but not limited to, safety, hazardous materials, minimum financial responsibility, and commercial drivers' license regulations; vehicle size and weight; the motor carrier safety assistance program; the North American Free Trade Agreement and border crossing issues; registration requirements applicable to for-hire motor carriers; and the transportation of household goods in interstate commerce. Note: Legal services provided to the FMCSA are stated in a Memorandum of Understanding.

- f. **Adjudication of Motor Carrier Safety Enforcement and Other Matters:** Provides to the FMCSA, on a temporary basis, legal advice and services in connection with motor carrier and hazardous materials proceedings, motor carrier noise emission standards, commercial driver licensing, hazardous materials, and minimum financial responsibility.
- g. **Infrastructure:** Provides legal advice and services in connection with all matters relating to highway, pavement, and bridge engineering and related activities, including design, financing, and construction. Provides legal advice and services in connection with compliance with Federal civil rights laws; disadvantaged business enterprise programs, and Federal labor requirements on Federal-aid highway projects.
- h. **Environment and Real Estate:** Provides legal advice and services, including litigation support, in connection with environmental, social, and economic aspects of the Federal-aid Highway Program, and the application of all environmental laws to the program. Provides legal advice and services relative to statewide and metropolitan planning, land acquisition, land use, condemnation, control of right-of-way, airspace utilization, and relocation assistance.
- i. **Administration:** Provides legal advice and services in connection with internal personnel, civil rights, ethics, and contract issues; performs legal services with regard to authorizations, apportionments, appropriations, limitations, and related budgetary and fiscal matters, including preparation of certificates of apportionment to implement authorizations. Provides legal advice in connection with public access to government information, including under the Freedom of Information Act.
- j. **Fiscal Services:** Provides legal assistance regarding determinations of eligibility for Federal funding, authorizations, apportionments, appropriations, limitations, and related budgetary and fiscal matters, including preparation of certificates of apportionment to implement authorizations. Provides legal advice and services related to current and innovative financing of highway projects.
- k. **Federal Lands/Native American Issues:** Provides legal advice and services to the Federal Lands Highway CBU, and the Federal-aid Program regarding Native American issues; legal services including the application of environmental laws and regulations in these areas.
- l. **Operations/Research, Development, and Technology:** Provides legal advice and services to the Operations CBU, including issues related to Intelligent Transportation Systems, the Manual on Uniform Traffic Control Devices, and vehicle size and weight; also provides legal advice and services to the Research, Development, and Technology SBU.

- m. Safety: Provides legal advice and services related to Federal-aid highway safety programs including the Hazard Elimination Program and the Highway/Rail Safety Crossing Program. Provides legal advice and services related to safety programs jointly administered with the National Highway Traffic Safety Administration, including the review of the States' compliance with Federal requirements dealing with minimum drinking age, seat belt use, open containers, and repeat intoxicated drivers.